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NOTES FOR

CLANDESTINE SERVICES REVIEW COURSE NO. 30

11:30 A.M. TO 12:15 P.M., MONDAY, 3 OCTOBER 1960

ROOM 153, BUILDING [REDACTED]

STATINTL

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S-E-C-R-E-T

1.

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I. MISSION OF SUPPORT SERVICES:

- A. TO PROVIDE ADEQUATE AND TIMELY SUPPORT TO ALL OF THE AGENCY'S  
INTELLIGENCE, OPERATIONAL AND RELATED ACTIVITIES.
- B. TO INSURE THAT OUR ASSETS AND RESOURCES ARE EFFICIENTLY USED IN A  
MANNER CONSISTENT WITH OUR LEGAL AUTHORITIES.
- C. ORGANIZATIONALLY WE ARE DIFFERENT FROM THE OTHER <sup>3</sup>TWO MAJOR

COMPONENTS IN THREE IMPORTANT RESPECTS -----

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1. EACH OFFICE HEAD AND STAFF CHIEF, WHILE REPORTING THROUGH THE

DD/S, IS IN FACT THE DIRECTOR'S STAFF OFFICER. DD/S HEADS A

FEDERATION OF FUNCTIONAL SPECIALISTS.

2. EACH HAS BOTH STAFF AND LINE (OR COMMAND) RESPONSIBILITIES.

3. SUPPORT OFFICERS SERVE NOT ONLY IN THEIR OWN OFFICES BUT IN ALL

COMPONENTS OF THE AGENCY ALL OVER THE WORLD.

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II. ORGANIZATION:

NO CHANGES SINCE THE ESTABLISHMENT OF DD/S ON 3 FEBRUARY 1955 EXCEPT THAT

STATINTL

THE [REDACTED] HAS RETURNED TO DD/P EFFECTIVE 1 FEBRUARY 1960.

LOSS OF SOME CHECKS AND BALANCES - CLOSE RELATION TO COVER - MAY BE

MORE USEFUL.

III. THE SUPPORT ROLE - EVOLUTION OF CURRENT ORGANIZATION AND CONCEPT:

A. CHANGE FROM MERE ENFORCERS OF RULES AND REGULATIONS TO TRUE

SUPPORTERS

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B. THROUGH THE ROTATION AND DEVELOPMENT OF PEOPLE.

C. THE MECHANICS-----

1. MAXIMUM OF FREE COMMUNICATION BETWEEN ALL ECHELONS OF SUPPORT

COMPONENTS AND THOSE WHICH THEY SUPPORT.

2. CHIEF OF SUPPORT - HIS STAFF OF SPECIALISTS - PIVOT MEN.

3. SPECIAL SUPPORT ASSISTANT TO DD/S AND DD/S.

IV. OFFICES ON AGENDA - COMPTROLLER - LOGISTICS - SECURITY - COMMUNICATIONS -

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TRAINING PERSONNEL.

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- A. COMPTROLLER - FINANCIAL MANAGEMENT IMPROVEMENT PROGRAM - NEED  
FOR GREATER COST CONSCIOUSNESS - DO MORE WITH LESS - IMPROVE  
EFFICIENCY.
- B. LOGISTICS - DIVERSITY OF ACTIVITIES - ADVANCE PLANNING - LEAD TIME -  
FINANCIAL PROPERTY ACCOUNTABILITY.
- C. SECURITY - PROUD OF OUR RECORD - LOOK GOOD - LUCKY TOO - KNOW YOUR  
PEOPLE.

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D. COMMUNICATIONS - STAFF COMMUNICATIONS - SUPPORT OF CLANDESTINE

COMMUNICATIONS - PROPAGANDA BROADCASTING - COMINT - ELINT -

WAR PLANS - IMPORTANCE AND SIZE OF NEW DEVELOPMENTS - [REDACTED] STATINTL

STATINTL

[REDACTED] SIZE AND COST.

E. TRAINING - EARLY YEARS - ONE OUNCE OF SELECTION TO ONE POUND OF

TRAINING - OTR TRIED TO FILL GAP - NOW MORE ATTENTION TO SELECTION -

REQUIREMENT FOR MORE DEPTH IN TRAINING.

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F. PERSONNEL - SERVICE FUNCTION - IG'S SURVEY OF CAREER SERVICE -

EMPHASIS ON RESPONSIBILITY OF LINE SUPERVISOR AND CAREER SERVICE.

V. OFFICES NOT ON AGENDA - GENERAL COUNSEL - AUDIT - MEDICAL - MANAGEMENT:

A. GENERAL COUNSEL - NO PRECEDENTS - <sup>Compt. Gen.</sup> GAO ROLE - OPINIONS - CONGRESSIONAL  
RELATIONS.

B. AUDIT - CONFIDENTIAL FUNDS - GAO.

C. MEDICAL - CHANGE OF EMPHASIS FROM INITIAL QUALIFICATIONS FOR EMPLOYMENT

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18.

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TO DETECTION OF EXISTING OR POTENTIAL DEFICIENCIES - DEPENDENT SCREENING

PROGRAM STARTED IN 1958 - RETURNEE DEPENDENTS TO START IN 1961 -

STATINTL IMPORTANCE OF PSYCHIATRIC PROGRAM - [REDACTED] - ALL PROGRAMS  
CONSTRUCTIVE RATHER THAN PROHIBITIVE.

D. MANAGEMENT - ORGANIZATION & METHODS - INCENTIVE AWARDS - RECORDS -

AUTOMATIC DATA PROCESSING-----POTENTIAL - HOW FAST SHOULD WE MOVE?

E. SPECIAL SUPPORT ASSISTANT AND SPECIAL PLANNING ASSISTANT.

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VI. OTHER CURRENT CONSIDERATIONS IN DD/S:

- A. ATTENTION TO MANPOWER PLANNING. — *Proximate Highly Competitive*
- [ B. HANDLING OF FUNDS - INCREASING STATURE OF CIA. ]
- C. CLOSER SCRUTINY OF AGENCY BY THE CONGRESS, BUREAU OF THE BUDGET - GAO.
- D. ALL SUPPORT JOBS REQUIRE A TOTAL UNDERSTANDING AND ALLEGIANCE TO THE  
AREA BEING SUPPORTED AND TO THE OFFICE REPRESENTED BY THAT SUPPORT.
- E. CUT RED TAPE - SUPPORT PROCEDURES COMMITTEE.

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F. MANAGEMENT DEVELOPMENT-----

1. 1948 - 1955 - DEFINING JOBS (WRITING DESCRIPTIONS) - DEFINING IDEAL MAN  
TO FILL EACH JOB - MANPOWER RESOURCE INVENTORIES - IDENTIFYING  
PROMOTABLES - TRAINING (USUALLY ON A CRASH BASIS).
2. 1948 - 1955 - CHARACTERIZED BY-----QUICK TRAINING BUT NOT FOR DEPTH  
OR RETENTION - TREND TOWARD FAIR-HAIRED BOYS AND CROWN PRINCES -  
FLASHY BROCHURES - UNREALISTIC EXPECTATIONS.

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3. RESULTS-----MANY PROMOTED - ORGANIZATION EXPANDED - JOB GOT DONE -  
  
BUT MUCH CYNICISM ABOUT MANAGEMENT DEVELOPMENT - "MUCH SMOKE  
  
AND A LITTLE FIRE."
4. SINCE 1955-----IN GENERAL - A SHIFT OF OBJECTIVES - ATTENTION TO  
  
INDIVIDUAL DEVELOPMENT RATHER THAN PROMOTIONS AND REPLACEMENTS  
  
IN THE ABSTRACT - ENOUGH RATINGS BY DIFFERENT PEOPLE IN A VARIETY  
  
OF ASSIGNMENTS TO EVALUATE PEOPLE---OR---IF MAN HAS STAYED IN ONE

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12.

AREA, CONSISTENCY OF QUALITY OF PRODUCT AND INTERPERSONAL RELATIONS

HELP DEFINE HIM.]

*New Building - 70% 31 Dec vs 81% total  
Pres. Directive. Re dependents Overseas  
The New Administration -  
The Support Bulletin -*

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